

**PILOT LOCAL  
GOVERNMENT  
PARTNERSHIP PROGRAM**

**FINAL COMMUNICATION  
STRATEGY AND STRATEGY  
WORKSHOP OUTCOMES  
AND LESSONS LEARNED**

Prepared for



East European Regional Housing Sector Assistance Project  
Project 180-0034

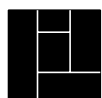
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## **SUMMARY AND INTRODUCTION**

Pilot Local Government Partnership Program (LGPP) consultants visited Gliwice, Poland, April 9-17, 1997, to continue work with city officials toward a comprehensive strategy that:

1. Supports improved communication and citizen participation
2. Is driven by city business and common vision, values and goals
3. Leverages existing assets and resources.

Gliwice team members focused on communication and citizen participation are:

- Bill Guarrant, consultant, International City-County Management Association (ICMA)
- Becky Gadell, consultant, International City-County Management Association (ICMA)  
[Note: Effective May 12, Ms. Gadell is a full-time consultant with the Research Triangle Institute serving as resident advisor for citizen participation for Bulgaria.]

## **APPROACH**

Based upon preliminary scans of the environment conducted October-December 1996, the team and Gliwice city officials agreed upon the following goals:

- Conduct a communication and citizen participation training and strategy workshop for Gliwice city leadership, including the Mayor and members of the city executive board.
- Develop with workshop participants the first draft of the Gliwice communication and citizen participation strategy. Develop with the Mayor of Gliwice the next steps for strategy review, implementation and measurement.
- Augment prior scan data with interviews of citizens representative of groups key to a supportive environment for improved communication and citizen participation.

The team worked with the following city officials who participated in the workshop:

- Mr. Zygmunt Frankiewicz, Ph.D., Mayor of Gliwice
- Mr. Tadeusz Grabowiecki, Ph.D., Chairman of the City Council
- Mr. Andrzej Karasinski, Deputy Mayor
- Mr. Andrzej Jarczewski, Deputy Mayor
- Ms. Anna Jasinska, Deputy Treasurer
- Mr. Janusz Adam Siejko, Treasurer
- Mr. Andrzej Tomal, Member of the Executive Board
- Mr. Piotr Wieczorek, Member of the Executive Board
- Mr. Włodzimierz Koczot, Director, Gliwice Economic Development Agency
- Mr. Piotr Popiel, Assistant to the Mayor
- Mr. Krzysztof Semik, Manager of Public Relations
- Mr. Krzysztof Korybalski, observer, City of Gliwice staff

The team interviewed these citizens:

- Dr. Ferdynand Morski, Director, Union of Municipalities of Upper Silesia and Northern Moravia
- Ms. Maria Staniszevska, President, Polish Ecological Club, City of Gliwice Chapter
- Mr. Robert Marek, U.S. Peace Corp assigned to Katowice and Polish Ecological Club, City of Gliwice Chapter
- Mrs. Jadwiga Popiel, Gliwice retiree and pensioner
- Mr. Grzegorz Manka, doctoral candidate/teaching assistant, Silesian Technical University
- Mrs. Krystyna Brezmen, Gliwice native and office/retail worker

The team worked with these fellow Pilot LGPP team members and consultants:

- Mr. Krzysztof Chmura, workshop facilitator, Gliwice Pilot LGPP team leader
- Mrs. Pat Dusenbury, Urban Institute, Gliwice team member, economic development
- Mr. Bruce Purdy and Mr. Maris Mikelsons, Pilot LGPP, Warsaw
- Mr. Leszek Luchowski, interpreter

## REFERENCE CONVENTIONS

For purposes of consistent reference the team has adopted three conventions:

- **Communication/Komunikacyjnej.** In Poland, the word *communication* traditionally refers to transportation and roads. In the U.S., it is commonly used to reference many disciplines, including public relations, public information, press relations, employee relations, inter-personal and community relations, promotions and some aspects of marketing. After dialogue, the Gliwice executive board agreed to adopt use of the word *communication* [*komunikacyjnej* in Polish] in its broad U.S. sense. A working definition of communication is provided in the Appendices to this report.
- **Bureau.** Gliwice local government currently has a public relations manager and has budgeted for, but not implemented, a Bureau for Promotion and Information. Throughout this report, we refer to both functions as *the Bureau*.
- **Information Network.** Gliwice is considering formation of a citywide, cross-functional team of city employees to serve as a network and help the Bureau plan and implement citywide initiatives. The Pilot LGPP team supports formation of this cross-functional team which we reference as the *Information Network*.

## RESULTS

1. This report includes Gliwice's Draft Strategy for Communication and Citizen Participation. The strategy focuses on four key result areas critical to Gliwice's emerging democracy and free economy.

- Citizen-City Government Relationships
- Economic Development Relationships
- City Leadership-Employee Relationships
- News Media Relationships

Goals, strategies, measures and tactics are provided for each key result area.

2. This report includes a final environmental scan in the form of a “Force Field Analysis of Forces Supporting and Opposing Open, Participatory Government in Gliwice.”
3. This report includes narrative and notes from the April 1997 strategy to support sharing the Gliwice experience with other Pilot LGPP cities.

### **RECOMMENDED NEXT STEPS**

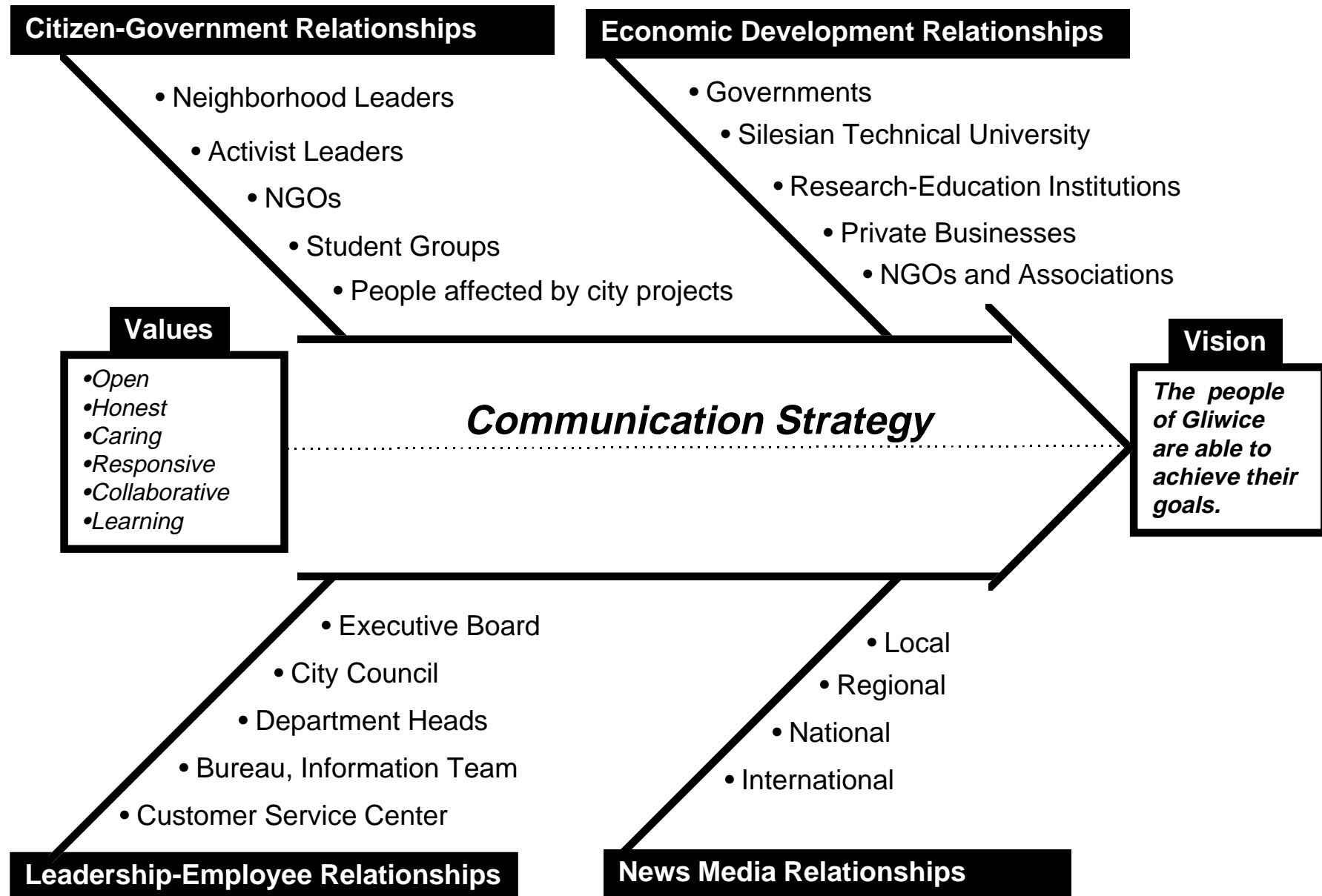
1. Refine draft city of Gliwice Communication and Citizen Participation Strategy.
  - Integrate strategy with planned and budgeted Gliwice Bureau of Promotion and Information and with evolving economic development strategy.
  - Review strategy with executive board, develop process for expanded strategy involvement within the city organization and the community
  - Provide training on strategy implementation, ongoing evaluation, adjustments.
2. Provide additional communication training with consideration of the training modules’ potential for dissemination in other Pilot LGPP cities. Recommended training would be designed and implemented by the Pilot LGPP consultants working with city of Gliwice staff and Polish professionals. Training would include:
  - Communication 101 (for department heads, the bureau, information network).
  - How to Do a Communication Strategy (for department heads, the bureau).
  - News Media Relations (for executive board, department heads, the bureau, information network).
  - Participation Techniques and Tools, including “Working as a Team”, focus groups, interviews, neighborhood meetings and public hearings (for the bureau, information network and others, including citizens, as designated in the strategy.)
3. Help Gliwice with Citizen Survey design and execution to support monitoring of the communication and citizen participation strategy and service delivery improvements.
  - Share survey instruments and information from U.S. cities, particularly those focused on citizen evaluation of city service delivery.
  - Provide planning and implementation assistance using in-country Polish professional support.
4. Develop the Gliwice Story for Pilot LGPP as model for other Polish cities.
  - Provide planning and production assistance under the direction of Pilot LGPP consultants and with in-country support from Polish professionals.
5. Document and share lessons learned, techniques and tools developed in Gliwice.

### **RECOGNITION OF GLIWICE LEADERSHIP**

The consultants recognize that the city of Gliwice leadership team exhibits a commitment to communication and citizen participation improvements that would be considered exemplary in any U.S. local government environment.

# DRAFT GLIWICE COMMUNICATION & CITIZEN PARTICIPATION STRATEGY

Strategy, Page 1, Summary Graphic



## Key Result Area #1: Citizen-Government Relationships

### Key Objectives

1. Gliwice citizens understand the responsibilities, services and challenges of local government.
2. Gliwice citizens understand their responsibilities, share ownership of community challenges and opportunities and partner with government in community decision-making and problem solving.
3. Gliwice citizens work and learn with local government to help build the systems and processes that support open, honest sharing of information, skills and perspectives.

### Key Strategies

1. Share accurate, consistent, accessible and practical information about city services and community challenges.
2. Build on GM-Opel success. Train key citizen groups to work as teams with government and each other. Create opportunities for team problem solving, quick successes focused on current, relevant community issues. Pilot team approach with city budget process and road/transportation issues.
3. Listen to the citizen customer. Continue and improve citizen survey process and increase feedback systems.
4. Recognize city employees as citizens, as powerful messengers within the community. Make them “the first to know.”
5. Celebrate successes. Recognize individuals and citizen teams who participate and involve others.

### Performance Measures

1. By Spring 1998 citizen survey, “Yes” responses to “Does the city manage money well?” increase by 10% [25% to 35%] and “Don’t Know” responses decrease by 10% [56.4% to 46.4%]. *[Improvement Measure to be determined through annual citizen survey.]*
2. By Spring 1998 citizen survey, at least 50% of citizens surveyed agree local government is working for them and with them to solve road and transportation problems. *[Benchmark Data to be gathered through annual citizen survey.]*
3. By Summer 1998, at least 50% of citizens who led supermarket opposition agree local government honestly shares information, listens to citizens and considers citizen concerns and ideas in decision making. *[Benchmark Data to be gathered through targeted focus groups.]*

**Key Tactics: Citizen-Government Relationships**

<b>#</b>	<b>Who: Target Partners</b>	<b>What</b>	<b>When</b>	<b>Potential Resources/Lead</b>
<b>1CG</b>	Citizens at large. City employees.	<b>Design and implement budget information and participation strategy</b> as a team training exercise.	Design: Summer 1997 Initiative: Fall 1997 through budget adoption. Annually thereafter.	Design/Training: Pilot LGPP. Program: City budget. Co-Lead: Finance Director and the Bureau.
<b>2CG</b>	Citizens at large. City employees.	<b>Design, conduct citizen surveys</b> in concert with key city service, communication, participation objectives. Share results.	Summer 1997 and Spring annually thereafter.	Design Help: Pilot LGPP. Implementation: City budget with Pilot LGPP assistance. Co-Lead: Mayor's Office and the Bureau.
<b>3CG</b>	Citizens at large. Targeted issues groups. Customers of city services. Businesses, NGOs, Business prospects. City employees.	<b>Audit central, departmental promotion materials and activities.</b> Measure their relevance to key result areas. Eliminate outdated, extraneous materials, activities. Build Bureau business plan to support strategy.	Summer-Fall 1997	Audit and business plan models: Pilot LGPP. Implementation: City budget. Lead: Mayor's Office with Customer Service Center and the Bureau.
<b>4CG</b>	Citizens at large. Students, Civic, professional. & business groups. News Media, City employees.	<b>Design and implement city services speakers bureau and tours of city operations. Produce supporting "Gliwice Owner's Manual"</b> (print and Web guide to city services).	Launch Winter 1997-98. Ongoing thereafter.	Models: Pilot LGPP. Program: City budget. Lead: Municipal Secretary with the Bureau. The Information Network adopts as team projects.
<b>5CG</b>	Individuals, groups who participate in team.	<b>Design and implement citizen recognition program</b> that rewards teams and people who involve others.	Begin Winter 1997-98.	Design help: Pilot LGPP.. Program: City budget. Co-Lead: Mayor's Office, the Bureau.



**Key Tactics: Citizen-Government Relationships**

#	Who: Target Partners	What	When	Potential Resources/Lead
<b>6CG</b>	Cable TV viewers.	<b>Cablecast city council meetings as one-year pilot.</b> Incorporate measurement question(s) into Citizen Survey to measure value to citizens.	Plan: Winter 1997-98. Launch: Spring 1998. Surveys: Spring 1997 and ongoing.	Design Help: Pilot LGPP. Production/delivery: City, Cable company(ies) and University partnership. Co-Lead: Mayor's Office and the Bureau.
<b>7CG</b>	Current, future, Web users, local and global. City employees.	<b>Include city service information on city Web site.</b> Pursue business, NGO partners to sponsor Internet computers and training in libraries. (Also see economic development.)	Begin Winter 1997-98. Ongoing thereafter.	Models: Pilot LGPP. Program: City budget with increased partnership with University, businesses. Lead: Bureau
<b>8CG</b>	Supermarket opposition, key leaders who have opposed roads, other citizens who participate in civic, business associations.	<b>Conduct "Working as a Team" Workshop(s).</b> Design road/transportation communication and participation program as practical group exercise.	Design: Summer 1997. Training: Late Summer or Fall 1997.	Training: Pilot LGPP. Workshop(s): City budget. Co-Lead: Vice Mayor for Capital Projects and the Bureau.
<b>9CG</b>	Neighbors, businesses, associations who can help or hinder building of N-S and E-W roads.	<b>Design and implement road/transportation communication and citizen participation program.</b>	Design: Late Summer 1997. Implement as determined by strategy for roads and transport participation strategy.	Program: City budget. Design Help: Pilot LGPP. Co-Leads: Vice Mayor for Capital Projects and appointed Citizens.
<b>10CG</b>	Supermarket opposition leaders, other key activists leaders regularly involved in issues.	<b>Conduct semi-annual focus groups</b> to establish understanding and trust benchmarks, monitor overtime.	Design: Fall 1997. First focus group Winter 1997-98, every six months.	Design Help: Pilot LGPP Program: City budget. Lead: Vice Mayor for Capital Projects.

## Key Result Area #2: Economic Development Relationships

### Key Objectives

1. Key economic development stakeholders – government, the Local Leadership Council, academia, research and business communities, including chamber of commerce and industry – commit to clear vision, principles, roles, strategy and implementation plan for economic development
2. Gliwice builds reputation as a livable community where it is easy to do business.
3. GM-Opel and Holiday Inn developments progress. Issues are overcome efficiently, honestly and in team fashion.

### Key Strategies

1. Join key stakeholders in a formal process and highly visible commitment to Gliwice's economic success. Promote partnership commitment locally through globally.
2. Continually inform citizens and news media of economic development initiatives, problems, challenges and successes. Celebrate milestones/successes in public ways.
3. Build on the GM-Opel experience through formal training of key stakeholders in team problem-solving, communication and participation, and strategic planning. Make training relevant by incorporating practical work (such as development of a one-stop-shop system for business investors) into training workshops.

### Performance Measures

1. By Spring 1998, at least 75% of potential business investors/prospects and current Gliwice businesses rate Gliwice as a "friendly and easy place to do business." *[Benchmark Data to be determined via targeted survey.]*
2. City Executive Board, GM-Opel officials, Holiday Inn development partners and the Economic Development Agency judge that local and regional news media coverage of GM-Opel and Holiday Inn developments is accurate, consistent and comprehensive. *[Benchmark and Monitoring Data to be gathered every six months through facilities' openings.]*
3. By Summer 1998, key stakeholders rate economic development progress as "good" or "excellent." *[Benchmark Data to be gathered in targeted surveys, interviews or focus groups.]*

## Key Tactics: Economic Development Relationships

#	Who: Target Partners	What	When	Potential Resources/Lead
1ED	Key Economic Development Stakeholders. Business Prospects.	<b>Use ongoing economic development strategy, including planned July 1997 workshop, as opportunity</b> to build relationships, define responsibilities, roles.	Begin Summer 1997. Ongoing thereafter.	Pilot LGPP with Mayor's Office.
2ED	Local Government. Chamber. Research Groups. Academic/University. Economic Development Agency. Leadership Council.	<b>Audit promotion, public relations, marketing materials of key partners.</b> Combine strategies and resources into unified promotion & marketing strategy and products, including print, video, radio, Web, trade shows. Related to reputation building, one-stop-shop.	Begin Summer 1997. Ongoing.	Models: Pilot LGPP. Program: Budgets of all partners. Lead: Economic Development Agency.
3ED	Key Economic Development Stakeholders. Business Prospects. News Media. Potential Global Partners.	<b>Include in Economic Development Strategy assignment of teams to develop and steer initiatives</b> for: (a) Reputation Building, (b) One-Stop-Shop for prospects, (c) Land Use communication and participation strategy. Build teams to fast-track projects, build shared ownership and relationships.	Begin June 1997. Ongoing.	Models: Pilot LGPP. Program: Partners' budgets. Lead: To be determined by Partners.
4ED	Business Prospects	<b>Develop, promote one-stop-shop system for potential business investors.</b> Select team from among key stakeholders for "Working as a Team" training. Develop one-stop system as practical training exercise.	Summer-Fall 1997. Improvement ongoing.	Training: Pilot LGPP. Program: Partners' budgets. Lead: Economic Development Agency

## Key Tactics: Economic Development Relationships

#	Who: Target Partners	What	When	Potential Resources/Lead
5ED	Citizens. Key Economic Development Stakeholders. News Media.	<b>Formalize, celebrate and promote the commitment of key partners</b> to the economic development vision, values and goals. Produce and sign in a public ceremony poster documenting the Commitment. Share it in public places, including the Web, invite others to sign and commit.	Begin Summer or Fall 1997.	Models: Pilot LGPP. Funds from all partners.
6ED	GM-Opel and Holiday Inn developers.	<b>Host regular roundtables, visits between Mayor, GM-Opel and Holiday Inn</b> developers. Follow standard schedules to support openness, to identify issues before they are problems, and to fast-track resolutions. Include standard questions in each session to measure attitudes over time. Include other key stakeholders as appropriate to issues. Use this forum to plan/monitor press coverage, plan public celebrations of project milestones.	Begin Summer 1997.	Program: City Budget. Lead: Mayor's Office.
7ED	Business prospects. Existing businesses.	<b>Design and conduct semi-annual survey of businesses</b> who considered opening or expanding in Gliwice.	Timing as per Economic Development Strategy.	Models: Pilot LGPP Lead: Mayor's Office.
8ED	Key Economic Development Stakeholders.	<b>Design and conduct semi-annual survey of key partners</b> to measure commitment to and involvement in united strategy.	Begin Fall 1997.	Models: Pilot LGPP Lead: Economic Development Agency

## **Key Result Area #3: Leadership-Employee Relationships**

### **Key Objectives**

1. Increase capacity of city employees to share information, decision-making and problem-solving with each other and with citizens.
2. Involve officials and employees – beginning with council members and department heads – in (a) the communication and citizen participation training and strategy and (b) development of shared citywide vision, values and goals.
3. Build city employees' knowledge of and pride in local government. Nurture employees' understanding of how their individual work contributes to improved services and quality of life for themselves and Gliwice citizens.

### **Key Strategies**

1. Make employees the “first to know” about issues and the responsibilities and challenges of local government. Share with all employees accurate, consistent and accessible information about city services and the organization's evolving vision, values, goals and challenges. Provide opportunities for employee feedback and response.
2. Integrate communication and citizen participation strategy into the business plan of budgeted bureau for information and promotion. Position bureau to leverage fragmented resources by providing (a) direct reporting to Mayor's Office, (b) the direction, training and resources to work across the city organization, teach all employees to contribute to citywide goals, (c) a clear and measurable mandate to develop and execute a comprehensive business plan that supports building internal capacity to implement the communication and citizen participation strategy, and (d) a name that supports the many modes of communication and participation (suggested names to come from Pilot LGPP).
3. Build on GM-Opel and Customer Service Center success. Train key cross-functional groups – especially department heads, customer service center team, planned Information Network – to work in teams across departmental lines. Use training to create opportunities for team problem solving and quick successes. Begin with team training that includes practical projects, including production of a Gliwice Owner's Manual (printed and Web guide to city services).
4. Reward success. Recognize employees who operate openly and as team players who solve problems together, maximize opportunities together and teach and involve others.

**Leadership & Employee Relationships, *continued*****Performance Measures**

1. By Spring 1998, at least 50% of city employees rate the city as a “good” or “excellent” place to work. *[Benchmark Data to be gathered in internal survey.]*
2. By Spring 1998, at least 50% of city employees give “Yes” responses to the question, “Does the city manage money well?” *[Benchmark Data to compare knowledge and accountability ratings with those in Citizen Survey.]*
3. By Summer 1998, the work of the Public Relations Manager, budgeted Bureau and planned citywide Information Network are integrated into a comprehensive business plan that supports implementation of the Communication and Citizen Participation Strategy. *[Output Measure fundamental to building organizational capacity and measuring executive commitment.]*
4. By Spring 1998, all executive board members, department heads and any assistant department heads, public relations/bureau staff, customer service center employees and citywide information network have had training in (a) Communication and Citizen Participation and (b) Working as a Team. *[Output Measure fundamental to building organizational capacity and measuring executive commitment.]*

## Key Tactics: Leadership-City Employees

#	Who: Key Partners	What	When	Potential Resources
1LE	Executive Board. City Council. Bureau. Department Heads. Customer Service Center. Information Network.	<b>Expand strategic communication and citizen participation training</b> workshops. Include exercises to prepare strategies for budget and roads communication strategies.	Summer 1997 and ongoing.	Training: Pilot LGPP Support: Current city budget. Co-Lead: Mayor Office, Bureau.
2LE	City executive board. Department heads. Bureau staff. Customer Service Center. Information Network.	<b>Conduct “Working as a Team” workshops</b> in train the trainer mode. Include practical exercises to prepare Gliwice Owners Manual, city speakers bureau, tours programs.	Summer/Fall 1997.	Training: Pilot LGPP Support: City budget Production: City budget with print media partnerships. Lead: Bureau.
3LE	Bureau staff. Information Network.	<b>Conduct “Communication 101” training</b> workshop for Bureau, Information Network. Include communication principles, business and news writing, press relations.	Summer/Fall 1997.	Training: Pilot LGPP Support: City budget Ongoing: Consider partnership with University.
4LE	Executive Board. Department Heads. Line Employees.	<b>Develop clear business goals, roles, duties of citywide information network.</b> Select members from each department or major city service area. Ideal members: (a) Are generally curious, always seeking information and ideas, (b) Are comfortable moving around the organization; (b) Understand and use informal city networks through which information and stories flow; (d) Are confident, have led projects, (e) Like people, (f) Are liked and respected by their fellow employees.	Summer/Fall 1997.	Models: Pilot LGPP Program: City budget Lead: Bureau with Executive Board

## Key Tactics: Leadership-City Employees

#	Who: Key Partners	What	When	Potential Resources
5LE	City employees.	<b>Design, implement employee communication program</b> with Bureau in lead and in partnership with citywide Information Network. Include regular vehicles, such as <b>monthly employee newsletter</b> .	Design: Summer 1997. Ongoing program.	Models: Pilot LGPP Implementation: City budget Lead: Bureau with Information Network
6LE	City employees.	<b>Include employees in development of and commitment to shared city vision, values, goals.</b> Print poster documenting commitment, celebrate with public signing, display poster in all facilities. Renew annually.	Begin as per employee communication program strategy. Annually thereafter.	Models: Pilot LGPP. Program: City budget. Lead: Mayor's Office with Bureau and Information Network.
7LE	City employees at large. City executives.	<b>Design, conduct annual survey of employees.</b> Share results with employees, use data to steer communication, employee development.	Design: Fall 1997. Do: Spring 1998. Annually thereafter.	Design Help: Pilot LGPP. Implementation: City budget. Co-Lead: Mayor's Office, Bureau.
8LE	City employees.	<b>Build delivery system to employees.</b> Include Internet, Intranet strategies into city information technology strategy.	Begin Winter 1997. Long-term tactic.	Models: Pilot LGPP. Program: City budget. Co-Lead: Information Technology and Bureau.
9LE	Employee Teams.	<b>Design and implement city employee recognition</b> program that rewards teams who participate in problem solving, share information and involve others.	Begin Winter 1997.	Models: Pilot LGPP Program: City budget. Lead: Bureau with Mayor's Office.



## Key Tactics: Leadership-City Employees

#	Who: Key Partners	What	When	Potential Resources
10LE	Employees at Municipal Office and in Departments.	<b>Develop employee job exchange program</b> that allows employees in central office and employees in departments to trade jobs on temporary basis. Close gaps between employees in Municipal Office and Departments.	Begin as per employee communication program. Ongoing.	Models: Pilot LGPP. Program: City budget. Lead: Bureau with Executive Board.
11LE	City employees. New employees.	<b>Develop employee orientation</b> program that begins with participation of all employees.	Design: Summer 1998.	Models: Pilot LGPP. Lead: Mayor's Office.
12LE	City leadership. City line employees.	<b>Examine models for integrated leadership development, employee development and customer service improvement.</b> Work with Pilot LGPP to identify learning organization models appropriate to Gliwice.	Long-Term.	Models: Pilot LGPP. Lead: Executive Board.

## Key Result Area #4: News Media (Press)

### Key Objectives

1. Local and regional news media understand the responsibilities, services and challenges of local government.
2. Local and regional news media understand their responsibilities in a democracy, cover city government business and community issues accurately, fairly and consistently.
3. Local and regional media begin to partner with Gliwice city government in efforts to inform and involve citizens.

### Key Strategies

1. Increase the regularity, accuracy, comprehensiveness and usefulness of Gliwice government services to the press.
2. Involve reporters and editors in government. Invite them to help plan services the city will offer the press, in the development of a municipal building press office and in press relations training for department heads and the citywide Information Network .
3. Engage news media management in partnerships, joint projects to support sharing of government information and citizen participation in decision-making and problem-solving.
4. Work with Katowice area governments, business, academic institutions and news media companies and professional associations to provide opportunities for local journalists to their develop professional skills and learn about the role of the press in a democracy.

### Performance Measures

1. By Spring 1998, at least 75% of reporters and editors covering Gliwice and Katowice rate Gliwice city government as “open, honest and responsive to needs of the press.” [Benchmark data]
2. By Spring 1998, city government and local newspaper have implemented at least one partnership project for printing and distributing information to citizens. Example: Sharing costs for printing and distributing Gliwice Owner’s Manual or City Budget Information Summary. [Outcome measure to demonstrate relationship building and shared ownership of community issues.]
3. By Summer 1998, at least 75% of reporters and editors covering Gliwice and Katowice use the city press office services and rate services as “useful” or “very useful.” [Benchmark data to assess effectiveness of press office and press services.]

**Key Tactics: News Media (Press)**

#	Who: Target Partners	What	When	Potential Resources/Lead
1NM	Reporters. Editors. Media Management.	<b>Develop and monitor comprehensive news media services &amp; management</b> strategy as part of the ongoing business plan of the Bureau of Information and Promotion. Involve department heads and planned citywide Information Network in development and execution of strategy. Use models provided by Pilot LGPP to steer basic services.	Summer/Fall 1997	Models & Design Help: Pilot LGPP. Program: City budget. Lead: Bureau with Executive Board.
2NM	Bureau. Information Network.	<b>Conduct “Communication 101” training</b> workshop which covers communication principles, basic business writing, basic press relations, basic news writing.	Summer/Fall 1997	Training: Pilot LGPP. Support: City budget. Lead: Bureau.
3NM	Department Heads. Information Network. Bureau.	<b>Conduct “Working with News Media” training workshop</b> for department heads, information network, bureau staff. Invite press to conduct portions of the training, working with Pilot LGPP, bureau manager. Offer refresher training annually.	Fall 1997 Annually thereafter.	Training: Pilot LGPP with city and potential press participation. Ongoing: Consider partnership with University. Lead: Bureau.
4NM	Reporters	<b>Create and operate a press office</b> at Municipal Building. Give press comfortable “home away from home” where they have access to city documents, tools (computer), and city officials. Press office also gives city officials easy access to press, convenient place to share materials, ideas. Involve reporters in the development and growth of the press office services and amenities.	Winter 1997	Models: Pilot LGPP Models to include list of standard services of a city press office. Program: City budget. Lead: Bureau with in partnership, possible cost-sharing, with news Media.

**Key Tactics: News Media (Press)**

#	Who: Target Partners	What	When	Potential Resources/Lead
5NM	Local, regional reporters, editors. Citizens.	<b>Design and implement city budget information and participation program</b> that includes continual education and involvement of media in budget process, from development through passage. Explore communication partnerships with print media for free publication of budget summaries, updates and citizen participation opportunities. Make media a part of the process.	Design: Summer 1997 Program: Fall 1997. Annually thereafter.	Models: Pilot LGPP. Initiative: City budget. Co-Lead: Finance Director and Bureau.
6NM	Reporters. Editors, News Directors. Publishers. Station Owners.	<b>Involve media in execution of communication and participation strategy for roads, transportation.</b> Invite press to share responsibility for delivering information about projects, and the opportunities for citizens to help solve problems encountered as the roads are built. Give press a stake in the communication, participation effort.	Determined by roads/transportation strategy.	Program: City budget with emphasis on partnership with press. Co-lead: Vice Mayor for Capital Projects with Bureau.
7NM	News Media.	<b>Develop city press relations policies and standards</b> using models from Pilot LGPP and fine tuning for Gliwice based on feedback from: Executive Board; City Department Heads; reporters and editors; citywide information network.	Summer 1997 with ongoing development and adjustment as environment changes.	Models: Pilot LGPP. Program: City budget. Lead: Bureau with Executive Board.

**Key Tactics: News Media (Press)**

<b>#</b>	<b>Who: Target Partners</b>	<b>What</b>	<b>When</b>	<b>Potential Resources/Lead</b>
<b>8NM</b>	Area reporters editors.	<b>Co-sponsor workshop for press</b> focused on news media roles, responsibilities and practices in democracy. Recruit independent partners in consultation with Pilot LGPP.	Winter 1997-98.	Pilot LGPP to help identify potential partners. Consider Union of Municipalities of Upper Silesia and Northern Moravia.
<b>9NM</b>	News Media, local through global.	<b>Expand use of Web, Internet</b> e-mail to include information for press.	Fall 1997.	Program: City budget with potential for cost-sharing with press, University. Lead: Bureau.
<b>10NM</b>	News Media. City Executive Board.	<b>Develop, conduct semi-annual survey of local and regional press</b> to develop benchmark attitudes, steer services and improvements.	Spring 1998 survey and semi-annually Thereafter.	Models: Pilot LGPP. Program: City budget. Lead: Bureau.

## **COMPREHENSIVE SCAN OF THE ENVIRONMENT FOR COMMUNICATION AND CITIZEN PARTICIPATION**

### **Methodology**

Key forces that can help and hinder effective communication and citizen participation in Gliwice are illustrated on the following two pages in the graphic entitled,

### ***Force Field Analysis of Factors Supporting and Opposing Open, Participatory Government in Gliwice.***

Consultants, working with Gliwice city staff, compiled data for this analysis from these sources and activities:

- City of Gliwice Citizen Surveys, 1994 and 1995.
- Pilot LGPP Gliwice team preliminary scans of the environment for public participation, information exchange and economic development. The preliminary scans were conducted in October and December 1996 and are detailed in the Gliwice Pilot LGPP team's reports of November 1996 and March 1997.
- Pilot LGPP Gliwice public participation and information team interviews of citizens conducted April 1997. A summary of these interviews follows the force field analysis in this report section.
- City of Gliwice Executive Board Strategic Communication Workshop conducted April 1997. A narrative and notes from the workshop are contained in this report in the section entitled, "Strategy Workshop: What Happened."

## Force Field Analysis of Factors Supporting and Opposing Open, Participatory Government in Gliwice

Helping Forces	Hindering Forces
<ul style="list-style-type: none"> <li>• Leadership is committed to open, honest communication and effective citizen participation. Willing to invest resources to create a supportive environment.</li> <li>• Leadership is realistic, recognizes the shift to open, participatory government will take time.</li> <li>• City has some external market/customer perception data.</li> <li>• City openly shares information in many ways and through many vehicles. Officials recognize need to focus and target efforts.</li> <li>• City has demonstrated commitment to openness, accessibility and innovation. Example: City Hall one-stop shop customer service centers for general and financial services.</li> <li>• Honesty, teamwork and responsiveness helped Gliwice win GM-Opel plant. Team effort combined the resources of government, academia, business and NGO sectors.</li> </ul> <p style="text-align: center;"><b><i>Continued on next page</i></b></p>	<ul style="list-style-type: none"> <li>• Officials, citizens have little practical experience, systems or tools to support open government and effective participation. Historical experience is one of authoritarian government and little, if any, individual ownership.</li> <li>• Fast pace, many problems, rapidly changing environment.</li> <li>• City has no targeted perception data for key groups, including city employees, business, academia, non-governmental organizations, issues groups or news media.</li> <li>• Public information and service promotion activities are shotgun, not targeted and fragmented. No strategy to leverage investments and link them to business objectives.</li> <li>• Commitment to openness, accessibility and innovation is evident at central municipal building (several hundred employees) but not evident in operating, enterprise departments (15,000 employees).</li> <li>• Have not transferred the GM-Opel experience to other problems and opportunities. Examples: Community resistance stopped planned supermarket and has delayed road improvements. No one-stop-shop for investment, business prospects.</li> </ul> <p style="text-align: center;"><b><i>Continued on next page</i></b></p>

**Force Field Analysis, *continued***

Helping Forces	Hindering Forces
<ul style="list-style-type: none"> <li>• City taking lead in regional issues, such as economic development, through Local Leadership Council and Union of Municipalities of Upper Silesia and Northern Moravia.</li> <li>• Gliwice has a highly educated and skilled population, relatively low unemployment. There are seedling partnerships among government, academia, research institutions, private business and NGO sectors to support expanded economic base, shift to new industry.</li> <li>• Independent local and regional news media exist and cover local government with some regularity. City has an established press relations operation and some staff and systems to support open, honest relationships with the press.</li> <li>• In surveys and interviews, citizens give good ratings to city leadership and do not appear to have biases toward quality of services.</li> <li>• Gliwice citizens interviewed consistently express a shared community pride, enthusiasm and confidence. In short, people express a "Can Do" attitude.</li> </ul>	<ul style="list-style-type: none"> <li>• Local government environment, including roles, responsibilities and funding, are evolving, dynamic and not necessarily supportive of strategic regional alliances.</li> <li>• Failure of national industries, such as coal mines, have become local government's problems and could threaten citizen confidence in local leadership. Potential civic partners' roles are not clear. Economic engines are not primed to create new jobs as fast as old are lost.</li> <li>• Local media exhibits little awareness of its role in emerging democracy. City press relations centrally focused and fragmented. At departmental level, employees have permission – but not the tools, training and systems – to share information with press in timely and effective ways.</li> <li>• Majority of citizens surveyed and interviewed do not know which services are delivered by local government. City lacks clear identity in community, inside organization.</li> <li>• Many people's, especially pensioners', economic conditions have not improved since change to self-government. Increasing personal stresses – such as dissatisfaction with traffic, taxes, jobs – could erode community confidence.</li> </ul>



## CITIZEN INTERVIEWS OF APRIL 1997

To augment data gathered October-December of 1996, the team interviewed citizens representative of key sectors. Citizens interviewed include:

- Dr. Ferdynand Morski, Director, Union of Municipalities of Upper Silesia and Northern Moravia
- Ms. Maria Staniszevska, President, Polish Ecological Club, City of Gliwice Chapter
- Mr. Robert Marek, U.S. Peace Corp assigned to Katowice and Polish Ecological Club, City of Gliwice Chapter
- Mrs. Jadwiga Popiel, Gliwice retiree and pensioner
- Mr. Grzegorz Manka, doctoral candidate/teaching assistant, Silesian Technical University
- Mrs. Krystyna Brezmen, Gliwice native and office/retail worker

## Interview Questions and Subject Areas

1. Trust in/of local government
2. Understanding of local government services and programs
3. Accountability of government to the citizens
4. City service delivery and quality
5. Government financial responsibility
6. Threats to Gliwice
7. What information do you (the citizen) need from city government?
8. How would you like to get the information?
9. Have you seen, heard or used the city's:
  - Home Magazine
  - Newspaper insert/page
  - Radio programs
  - Brochures
  - Cable television program
10. Are these information materials/programs helpful?
11. How would you rate the local news media in their coverage of local government? Fair, balanced and complete?
12. Do citizens get involved in local issues? How? When? Why? Why Not?
13. Can citizens affect public policy and decision making? How?
14. Complete this sentence: *Ten years from now I would like Gliwice to be ...*

## SUMMARY OF RESPONSES

### Trust in Local Government

- Trust the mayor and new local officials
- See the commitment of local government
- Local government has the best credibility of all governments
- Have seen positive changes with this administration
- Need more GMs for job growth

### City Service Quality

- Services good downtown, but poor in the neighborhoods
- Overall municipal services are good

**Citizen Participation and Involvement**

- The "Gray People" who are average, hard-working citizens, don't know how to get involved and participate
- Citizens are not used to active involvement due to the past history
- Citizens don't realize the power that they have
- Times are difficult and surviving comes first
- City should be more proactive in informing and involving citizens
- City should work like NGOs and use the media, publicity more
- City must develop a new and expanded process for involvement
- City needs more frequent meetings which are well advertised
- To help minimize protests the city should:
  - ◆ Have direct contact with affected persons
  - ◆ Provide more helpful, non technical information
  - ◆ Discuss the consequences of NOT completing the project or program
  - ◆ Use the news media more effectively
  - ◆ Be sure that project proponents are also at meetings
- Some people know how to protest and use the system (supermarket); city should provide assistance to those who don't how to get involved
- More district meetings need to be held on substantive issues, discussion
- Cable TV coverage of city council meetings would be good

**Threats**

- Transportation, roads, bus fleet and related pollution
- Overall environmental pollution
- City-owned housing management, maintenance, etc.
- Senior citizens and retired persons low pensions
- Loss of jobs in the coal mines, etc.
- Little entertainment and activities for youth
- Limited parks and green space
- Pressures and problems created by growth

**Local News Media**

- Not balanced in coverage of local government
- Newspapers are aligned with political parties
- Citizens read the weekly Gliwice newspaper for their city information
- City should make greater use of cable television for information distribution
- Radio Flash is very critical of local government; negative call-in shows

**City Communications Program**

- City should use cable television for important meetings coverage and distribution of timely information
- Conduct more frequent public meetings
- Distribute more information on services, telephone numbers, etc.
- Reestablish telephone hot line used 10 years ago

- Conduct more surveys to find out what citizens think and need
- Use direct mail for specific project and issue information
- Use the Internet to provide more information about meetings, issues on Internet

**Ten years from now I would like Gliwice to be or have ...**

- Sustainable city/citizen relationships
- More green space, parks, playgrounds, lakes
- Better roads and transportation services (buses, mini buses, etc.)
- Increased recreation, entertainment and cultural activities
- Enhanced youth activities
- Better housing with quality management and maintenance
- Increased home ownership and pride
- Increased security in the districts

## THE STRATEGY WORKSHOP: WHAT HAPPENED

The following pages share a summary of the data gathered and analyzed during the workshop. The summary is provided in the order of the workshop agenda and the model for strategic communication planning. Handout materials used at the workshop are included in Appendices to this report.

### Agenda Strategic Communications Workshop

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City of Gliwice Executive Board

Location: Hotel "Energetyk," Pyskowice-Dzierzno

April 14, 1997, 9 a.m.-5 p.m.

1. Coffee, Tea and Conversation (30 minutes)
2. Welcome and Comments (5 minutes)
  - Office of the Mayor (Expectations and values)
3. Self Introductions: Facilitator and Consultants (10 minutes)
  - Facilitator Mr. Krzysztof Chmura
  - Consultant Mr. Bill Guerrant
  - Consultant Ms. Becky Gadell
  - Consultant Ms. Pat Dusenbury
  - Interpreter Mr. Leszek Luchowski
4. Self Introductions of Participants: City of Gliwice Executive Team, Staff (30 minutes)
  - Facilitated by K. Chmura
5. Tools and Process for Today (15 minutes)
  - Tools & Keywords for the Day (K. Chmura)
  - The Strategy Model: Review of tools for selecting the critical Who, What, When, Where, Why and How (B. Gadell)
6. Building the Draft Gliwice Strategy
  - Study and Analysis
  - Strategy Development

*Lunch Break (1 hour)*

  - Program Design
  - Management, Implementation and Evaluation (Next Step)
7. Workshop Assessment (15 minutes)
  - What did you like? Dislike?
  - What would you change in the next workshop?
  - Other comments?
8. Closing Comments: Mayor Zygmunt Frankiewicz

## Workshop Goals

1. Build awareness of communication and public participation.
2. Begin the process of strategy development.
3. Define next steps for further and ongoing strategy development, implementation, evaluation and improvement.

## Keywords and Definitions of Terms and Tools

1. *What is Communication? (Please see Appendices.)*
  - Relationships that support achievement of community/government vision and goals. Relationships that help solve problems and maximize opportunities.
  - Communication is an ongoing *process*, not products such as news releases or videos. It is going on all the time and expressed in many ways, such as the ways we answer the phone, smile or not smile, deliver services and share information.
  - Communication and citizen participation go by many names: Public relations, public information, communication, promotions, customer service, community relations.
  - Not assigned to any single person or group. Responsibility and privilege of all in a democratic society, including individuals, government, business, non-governmental agencies, academic sectors.
2. *What is a Communication Strategy? (Please see Appendices.)*
  - Driven by common vision and values.
  - Communication based on facts, not hunch.
  - Aimed at improving perceptions and relationships, building the understanding and trust essential to supportive behavior.
  - Helps get the right messages and information to the right person at the right time.
  - Charts a course for focused activities that leverage assets.
  - Includes measures to help you adjust, continue to *build* relationships.
3. *What is a Parking Lot?*
  - A place where we park ideas you may want to explore later.
4. *What is Brainstorming?*
  - Free flow of ideas.
  - No judgment. There are no bad ideas.
  - No interruption of others.

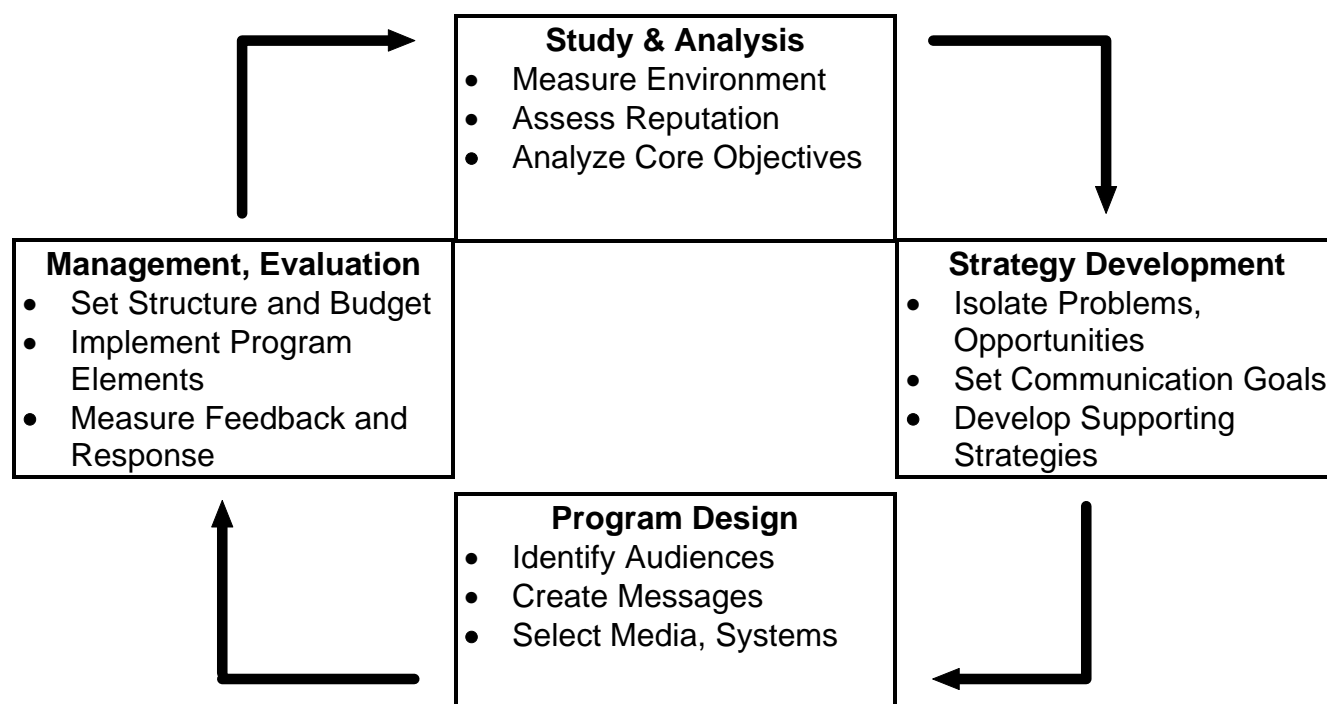
### Building the Draft Strategy: Notes from the Workshop

Participants built a draft strategy while learning to use the strategic communication planning model included in Appendices.

The action sequence for strategic communications planning runs clockwise and systematically around the following chart. An organization may enter the sequence at any point in the cycle, depending upon their position in the management process.

In a “learning while doing” mode, the city of Gliwice executive team entered at the Study and Analysis phase and proceeded through Strategy Development and some Program Design. The team’s work, which provided the basis for the draft strategy included in this report, is described in the following pages.

### Strategic Communication Planning Model



## Study and Analysis

### **Measuring the Environment**

#### **Summary of 1994 and 1995 Citizen Survey Results**

The assistant to the mayor summarized survey results. Executed by a local research firm for the city, the surveys are statistically reliable with 95% confidence levels.

#### **1994 Survey Results Highlights**

- A majority of respondents have seen positive changes in some municipal services, city administration, community appearance and local economic activity
- Many respondents, however, are concerned with infrastructure needs such as roads, water and sewer facilities, landfill, and housing
- Other citizens desire improved waste management, traffic control, housing maintenance, public transportation (buses), cultural, sports and park and recreational programs and facilities
- When asked if they would support a Poll Tax to fund improvements, 53% said yes, 42% said no, the remainder did not respond

#### **1995 Survey Results Highlights**

- When asked if Gliwice had changed for better or worse over last year (1994) respondents replied: 64.7% positive, 5.9% negative, 15.8% no change, and 13.6% no opinion
- When asked if respondents think the municipality manages public money well, citizens replied: 56.4% don't know, 25% yes, and 18.5% no

The city has used this and other survey data to steer the budget process, some public relations programs and other activities. Data indicates there are opportunities to influence large blocks of "undecided" or "don't know" constituents.

### **Identifying Organizational Values**

These values emerged in a workshop participants' brainstorm.

- Credibility
- Openness
- Common goals
- Everything is information in local government
- Important decisions supported by citizens
- Revival of role models, values, respectability
- Focusing citizens' attention on issues and problems
- Openness in local government operations
- Current, constant information about priorities and successes
- Citizens' trust and confidence
- To have adequate resources
- Bring the people into the decision making process

Participants narrowed the values list to four key values:

1. Trust
2. Citizen understanding of local government
3. Accountability of government to citizens
4. City service delivery and quality.

### **Assessing Reputation**

#### **Target Groups**

- Social players
- Players in the communication process
- Private Enterprises/Businesses
- NGOs
- News media
- Government institutions
- Individual citizens
- Special interest groups
- Universities, academia, including research institutions
- Professional groups (architects, planners, teachers, engineers)
- Age groups (seniors, students, etc.)

**Participants narrowed the target relationships list to four key groups:**

1. Non governmental organizations (NGOs)
2. News media
3. Individual citizens
4. Professional groups, such as architects, planners, teachers, engineers

#### **“What do our citizens think of us?”**

Workshop participants rated their perceptions of the key target groups' assessment of the city in the four key value areas.

	<b>Trust</b>	<b>Understanding of government</b>	<b>Government accountability</b>	<b>Service delivery</b>	<b>Overall Rating</b>
<b>1. NGOs</b>	+1	+3	0	+1	+5
<b>2. News Media</b>	-.3	-.1	-.4	-.1	-.9
<b>3. Individual Citizens</b>	-.1	-.9	-.3	0	-1.3
<b>4. Professional Groups</b>	+.4	-.5	0	+.4	+.3

#### **Rating Notes:**

Low = -1

Medium = 0

High = +1

#### **Summary Analysis of Group Ratings**



- Individual citizens rated lowest in “understanding of local government”
- Only one group, NGOs, rated high in “understanding of local government”
- NGOs, followed by professional groups, rated highest overall in their understanding and perceptions of local government
- Individual citizens and news media rated lowest in overall understanding and perceptions of local government

## Strategy Development

### **Isolating Problems, Opportunities and Threats**

Workshop participants identified the following.

#### **Strengths**

- Stability of the community as a place to live and the local self-government
- Accessibility of the city due to its strategic location and transportation networks.
- Strategic investor (GM-Opel)
- History and heritage
- Technical University (Silesian Technical University). Scientific and research potential
- Education level of residents
- Positive image of the city as a place to invest in and live in
- Diversified economy
- Geographic location and assets
- Low unemployment
- Many institutions that stimulate development. Examples: Research institutions, government branch offices (vovoidship related)
- Cultural traditions and activities
- Cooperative atmosphere or climate

#### **Opportunities**

- June 1997 national elections
- Motorways (planned N/S, E/W highways and beltway)
- Inland port
- Airport
- Special economic zone
- Scientific and technological park
- Enterprise promotion center (Economic Development Agency and technology incubator)
- Subregional role of Gliwice
- Use of high tech potential

## Threats

- New elections. National June 1997. Local June 1998.
- Closing of city enterprises
- Breakdown of city finances
- Citizens' protests
- Lack of cooperation with technical university (Silesian Technical University)
- Historical problems with land use (note: not current land use planning)
- Devastated/deteriorating infrastructure
- Property ownership structure
- Lack of subsequent major investment (since GM-Opel)

## ***What is the one thing that could threaten success in your key operational area?***

- Citizen protests
- Financing, inadequate funds
- Property rights issues
- Privatization/commercialization of services
- Financial breakdown
- Special interest groups and selfishness

## Program Design

### **Learning to Set Communication Goals**

Participants broke into teams of three. The teams proposed the following goal areas for consideration by the whole.

### **Proposed Goal Areas**

1. Develop citizens' sense of ownership of decisions made by local government.
2. Receiving community's acceptance for the decisions made by engaging citizens in the decision making process. (Involve citizens to promote better understanding and acceptance.)
3. Through education, information and consultation, engage citizens and possibly fulfill neighborhood expectations.

### **Background and Dialogue about Proposed Goals**

Through dialogue, the group decided to focus on goal three: *citizen education, information consultation and engagement*. They chose to develop the goal by linking it to a meaningful and current issue: the building of new roads and ways they might involve citizens before and during construction – and before protests begin.

Over the next few years, construction will begin on major thoroughfares and a beltway around Gliwice. Survey and anecdotal data strongly indicate transportation is the number one concern of Gliwice citizens. Recent experiences with protests over road improvements and a planned supermarket led the board to expect protests that could delay road construction and undermine citizen and government relationships.

The group assumed a measurable goal to learn and practice communication strategy development linked to an operational goal.

### **Working Goal**

In 2-5 years when the road construction is finished, the majority of people affected positively or negatively will be satisfied or highly satisfied with the roads and the way the city communicated during the road projects.

### **Brainstorm of Target Groups**

#### ***Potentially Positive and Supportive***

- Citizens
- Car owners
- Construction companies
- Businesses, large and small, which might locate along the roads
- Land owners
- News media

#### ***Potentially Negative and Concerned***

- People who live in neighborhoods of the road construction
- Protesters (who are regularly activists on city issues)
- Environmentalist Groups
- Coal mines (which cannot mine in the vicinity of road construction)

### **Brainstorm of Potential Messages**

1. Like citizens, local city administration is also concerned and convinced about the need for road and transportation system improvements.
2. What we are going to do and when we are going to do it.
3. Why? Justification for transportation system improvements.
4. Financial constraints and limitations.
5. What will the situation look like if we *don't* make these improvements?
6. Information to address citizens' fears and concerns about the projects.
7. Stress priorities about the beltway, the thoroughfares and bike routes.

**Note:** The participants agreed citizens and people affected by the construction need all information about the planned roads and transportation system.

### **Brainstorm of Potential Media, Tools and Vehicles**

#### ***Existing and regularly used***

- City spokesman
- Insert in local newspaper
- Cable and local broadcast television
- Local radio
- Home delivered city magazine (started in December 1996)
- News conferences

- Press releases
- Internet (Gliwice city Web site)

### ***New ideas, new vehicles***

- Electronic message board
- Information kiosk touch screen
- Informational video on television monitors
- Leaflets on specific issues
- Movie newsreels in cinemas
- Regular billboards
- Phone hotlines (staffed now, automated system in future)
- Focus groups
- Utility bill inserts
- Messages on backs of magnetic phone calling cards

## **Implementation, Management & Evaluation**

1. Pilot LGPP public participation and communication consultants will work with the assistant to the mayor and public relations manager to develop a draft comprehensive strategy, including implementation plan and performance measures.
2. Mayor and executive board will review and revise the draft strategy, involve others.
3. Process is ongoing.

### **Participants' Workshop Evaluation and Comments**

- Need to have additional workshops for department heads and other employees if strategy is adopted and implemented.
- We need more training. Departments should have more training.
- We need concept definitions.
- More training. Should also include training on the strategy itself.
- Need follow-up workshop for the same group to review draft strategy once it is ready.
- We need training in information management and dealing with public relations issues for people city information personnel, department heads, for others.
- As you can see, we are all here. So, this is a priority for us. We have a positive attitude. The goals are accurate. The time was invested well. Turning people toward problems and possibilities is our strategy. I am satisfied.
- It was very successful. The mayor helped us focus. We have no experience. We don't know the tools. *We know the bell rings, but not in what church. It is time to learn.*

**Parking Lot for Ideas**

This list of ideas and issues grew throughout the workshop and is incorporated in the draft strategy.

- Citizen education about local government.
- Financial responsibility.
- Citizens are a part of the city – self identification. We want citizens to have a sense of ownership.
- Supermarket issue and neighborhood protests as a case study potential.

## CONCLUSION

### RECOMMENDED NEXT STEPS

The Pilot LGPP team recommends the following next steps.

### RECOMMENDED NEXT STEPS

1. Refine draft city of Gliwice Communication and Citizen Participation Strategy.
  - Integrate strategy with planned and budgeted Gliwice Bureau of Promotion and Information and with evolving economic development strategy.
  - Review strategy with executive board, develop process for expanded strategy involvement within the city organization and the community
  - Provide training on strategy implementation, ongoing evaluation, adjustments.
2. Provide additional communication training with consideration of the training modules' potential for dissemination in other Pilot LGPP cities. Recommended training would be designed and implemented by the Pilot LGPP consultants working with city of Gliwice staff and Polish professionals. Training would include:
  - Communication 101 (for department heads, the bureau, information network).
  - How to Do a Communication Strategy (for department heads, the bureau).
  - News Media Relations (for executive board, department heads, the bureau, information network).
  - Participation Techniques and Tools, including "Working as a Team", focus groups, interviews, neighborhood meetings and public hearings (for the bureau, information network and others, including citizens, as designated in the strategy.)
3. Help Gliwice with Citizen Survey design and execution to support monitoring of the communication and citizen participation strategy and service delivery improvements.
  - Share survey instruments and information from U.S. cities, particularly those focused on citizen evaluation of city service delivery.
  - Provide planning and implementation assistance using in-country Polish professional support.
4. Develop the Gliwice Story for Pilot LGPP as model for other Polish cities.
  - Provide planning and production assistance under the direction of Pilot LGPP consultants and with in-country support from Polish professionals.
5. Document and share lessons learned, techniques and tools developed in Gliwice.

### RECOGNITION OF GLIWICE LEADERSHIP

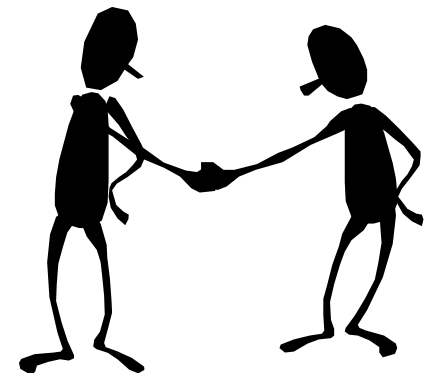
The consultants recognize that the city of Gliwice leadership team exhibits a commitment to communication and citizen participation improvements that would be considered exemplary in any U.S. local government environment.

## **APPENDICES**

- What is Communication?
- What is a Communication Strategy?
- Modes of Communication and Sample Strategies
- Strategic Communication supports progress toward shared vision
- Strategic Communication Planning Model (English)
- Strategic Communication Planning Model (Polish)
- Gliwice Communication and Citizen Participation Workshop Agenda (English)
- Gliwice Communication and Citizen Participation Workshop Agenda (Polish)

# What is Communication?

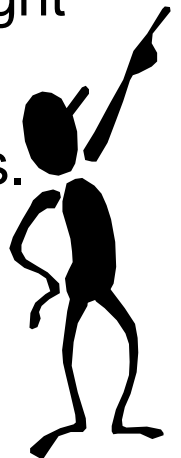
- *Relationships* that help us achieve common vision and goals, solve problems and maximize opportunities.
- Ongoing *process*, not products or tools. Happening all the time in many ways.
- Goes by *many names*: Public relations, public information, community relations, promotion, marketing ...
- Not assigned to a person or group. *Responsibility, privilege* of all.



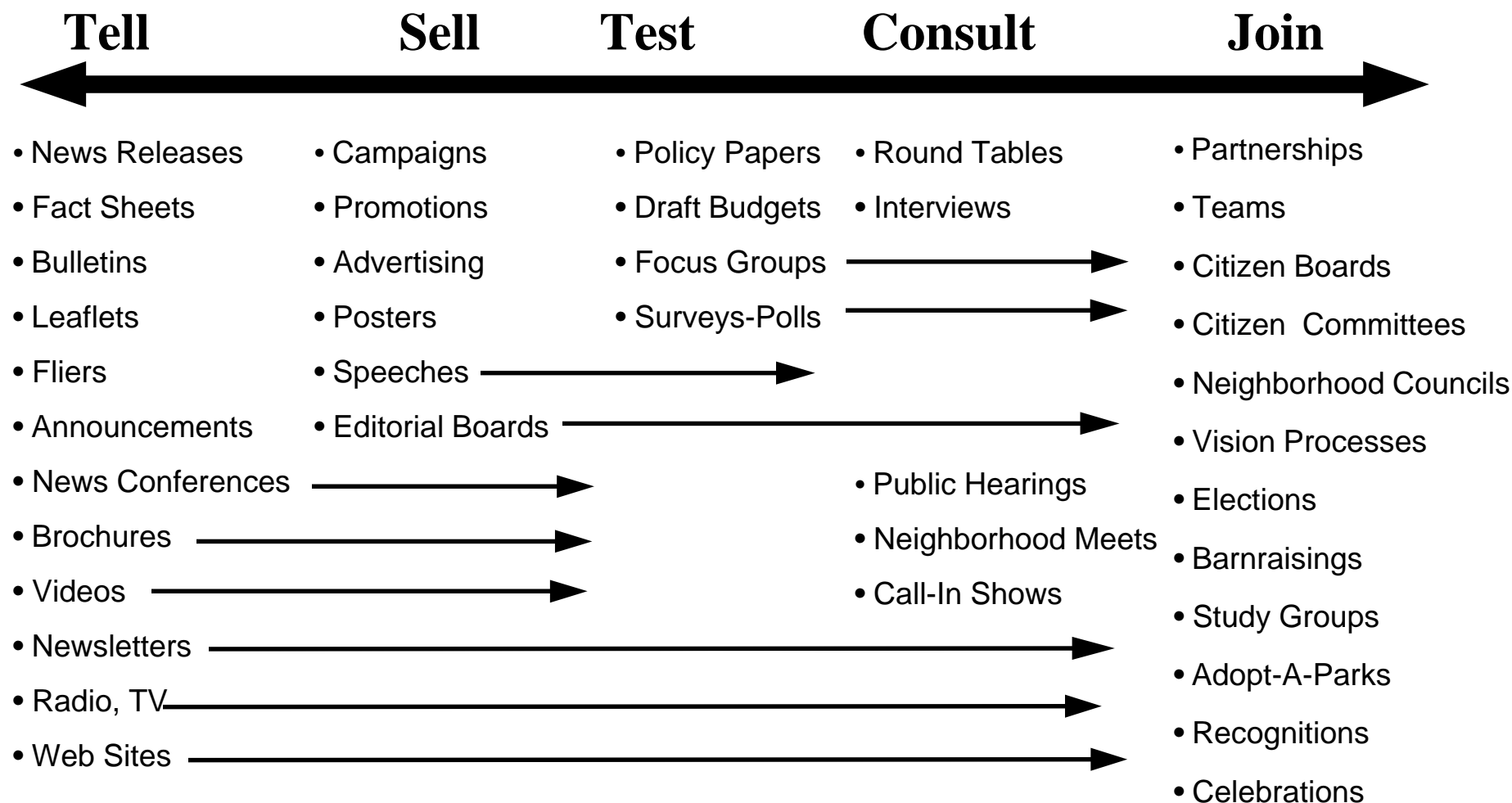


# What is a Communication Strategy?

- Communication based on facts, not just perceptions.
- Aimed at improving perceptions, building the understanding and trust essential to supportive behavior.
- Recognizes key audiences receive, understand, act on or dismiss messages based on their personal beliefs and assumptions.
- Helps get the right message to the right person at the right time in effective ways.
- Charts course for focused activities that leverage assets.
- Includes measures to help you adjust, continue to build relationships.



# Modes of Communication and Sample Methods



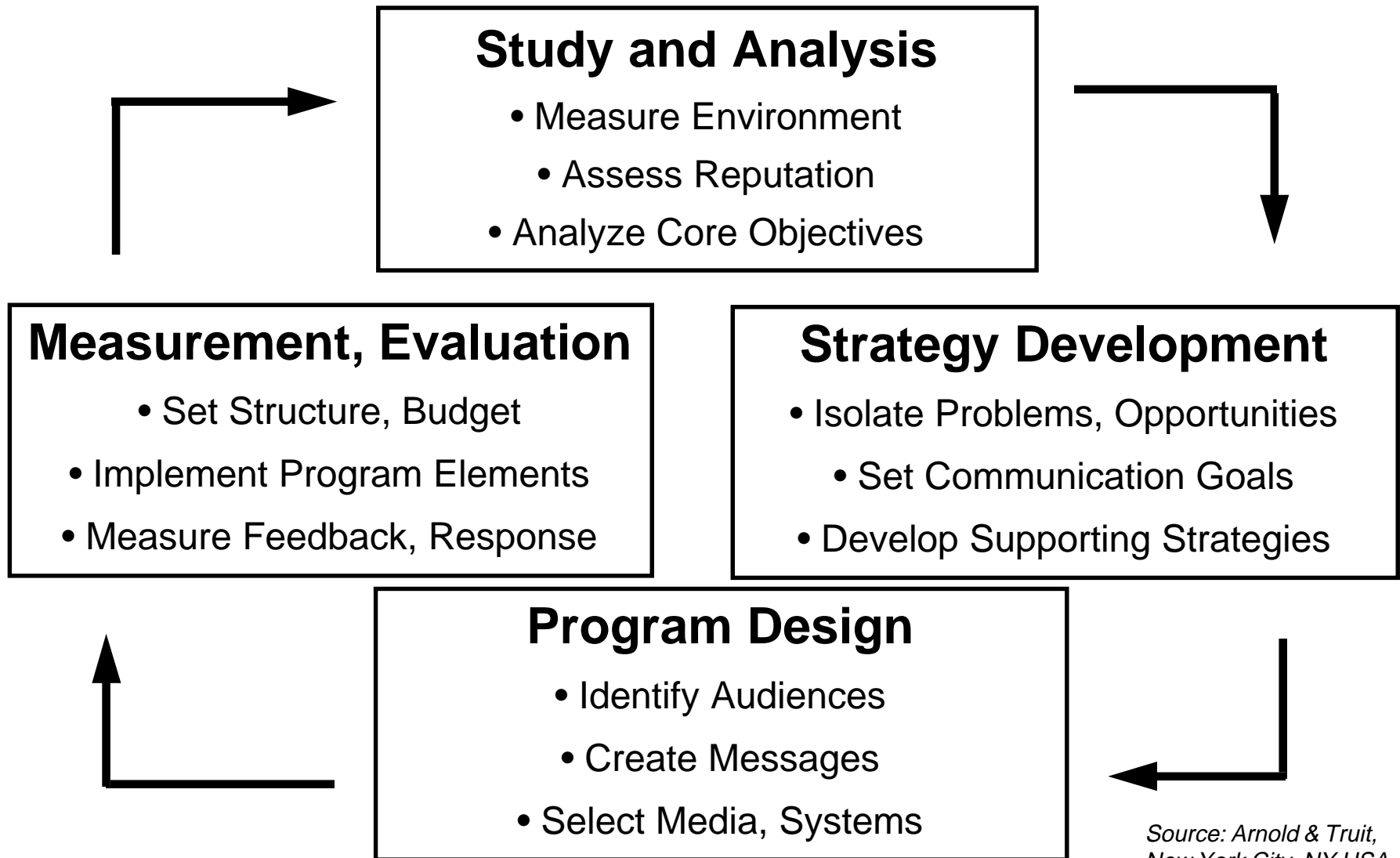
Source: Research Triangle Inc. (RTI), Center for International Development, Research Triangle Park, North Carolina, USA

# **Strategic Communication supports progress toward shared vision**



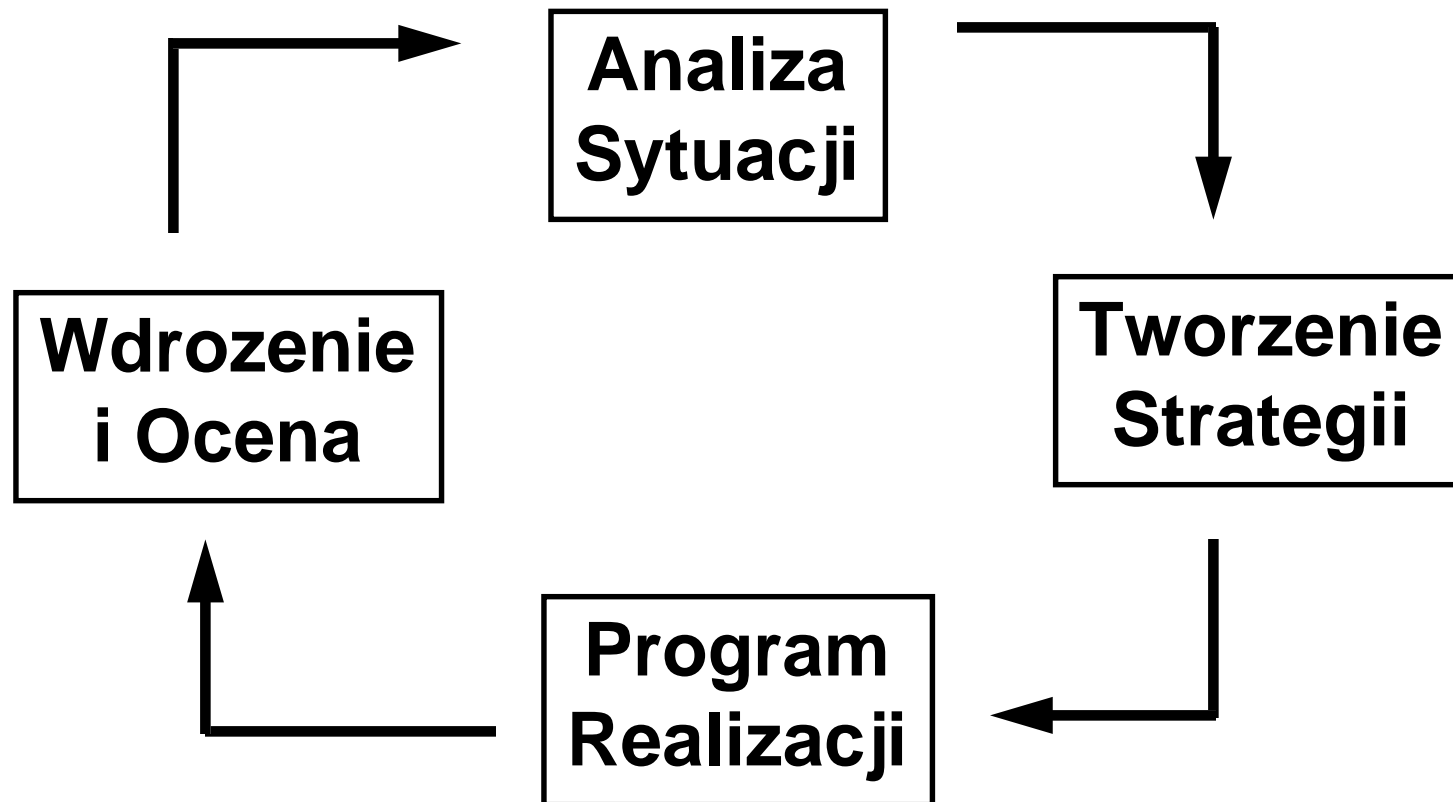
*Concept Source: "The Fifth Discipline," Peter M. Senge  
Massachusetts Institute of Technology (MIT)*

# Strategic Communication Planning Model



*Source: Arnold & Truit,  
New York City, NY USA*

# Model Strategii Komunikacyjnej



*Credit: Arnold & Truit,  
New York City, NY USA*

## **AGENDA**

### **Strategic Communications Workshop**

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#### **City of Gliwice Executive Board**

**Location: Hotel "Energetyk," Pyskowice-Dzierzno**

**April 14, 1997, 9 a.m.-5 p.m.**

1. Coffee, Tea and Conversation (30 minutes)

Welcome and Comments (5 minutes)

Office of the Mayor (Expectations and values)

3. Self Introductions: Facilitator and Consultants (10 minutes)

Facilitator Mr. Krzysztof Chmura

Consultant Mr. Bill Guerrant

Consultant Ms. Becky Gadell

Consultant Ms. Pat Dusenbury

Interpreter Leszek Luchowski

Self Introductions of Participants: City of Gliwice Executive Team, Staff (30 minutes)

Facilitated by K. Chmura

Tools and Process for Today (15 minutes)

Tools & Keywords for the Day (K. Chmura)

The Strategy Model: Review of tools for selecting the critical Who, What, When, Where, Why and How (B. Gadell)

Building the Draft Gliwice Strategy

Study and Analysis

Strategy Development

*Lunch Break (1 hour)*

Program Design

Management, Implementation and Evaluation (Next Step)

Workshop Assessment (15 minutes)

What did you like? Dislike?

What would you change in the next workshop?

Other comments?

Closing Comments: Mayor Zygmunt Frankiewicz

## Workshop Agenda (Polish)

### Program Warsztat Planowania Strategii Komunikacyjnej

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Miasto Gliwice  
14 kwietnia 1997  
9:00 -17:00

1. Kawa, herbata (~20 minut)

Powitanie (5 minut)

Prezydent Zygmunt Frankiewicz lub Piotr Popiel, APM (oczekiwania)

3. Przedstawienie prowadz<sup>1</sup>cych - moderatora i konsultantów USAID (10 minut)

Moderator Krzysztof Chmura

Konsultant Bill Guerrant

Konsultant Becky Gadell

Konsultant Pat Dusenbury

T<sup>3</sup>umacz Leszek Luchowski

Cel, zadania, metody, wyjaśnienie pojęć - K. Chmura

Przedstawienie uczestników: Zarz<sup>1</sup>d Miasta Gliwice, GAIG (30 minut)

Moderator K. Chmura

Budowanie strategii dla Gliwic

Model strategiczny: odpowiedź na pytania Kto, Co, Kiedy, Gdzie i Jak w komunikacji z mieszkańcami (B. Gadell)

Analiza sytuacji obecnej

Tworzenie strategii

**przerwa obiadowa (1 godzina)**

Opracowanie programu realizacji strategii

Następne kroki: wdrożenie i ocena

Ocena warsztatów (15 minut)

Co Wam się podobało? Co nie? Co zmieniłoby w następnych warsztatach tego typu?

Inne uwagi?

Zakończenie: Prezydent Zygmunt Frankiewicz